team4tech

RAINFOREST TRUST®

DocuSign for Forests™

1

Strategic Planning Team

Amy Skeeters-Behrens

Exec Dir. Impact
DocuSign

(San Francisco)

Jen Helms

Customer
Success Manager
II
DocuSign

(California)

Adam Horgan

MDR
DocuSign

(Dublin, Ire.)

Jennifer Lauchlan

Sr Customer
Success Manager
DocuSign

(Sydney, Aus)

Mark Gruin

Vice President,
Strategic
Initiatives,
Rainforest Trust

(Pennsylvania)

Paul Campbell

Program Director

Team4Tech

(San Francisco)

Agenda
Session #2

Welcome - 15 mins
- Recap & Reflect on Day 1
- Workshop 2 Objectives & Terminology

Module 1 - 45 mins
- Scenario planning
- Pest Analysis

Module 2 - 45 mins
- Contingency Planning
- Emergency Management Plan

30 Minute Break

Module 3 - 45 mins
- Succession Planning
- 9 Box - Action Plan

Module 4 - 45 mins
- Putting it into practice - when to use what
- Annual strategy review process

Wrap Up - 15 mins

Guidelines for participating by Zoom

- Mute your microphone when not speaking to prevent echoes/background noise. Video uses more Zoom bandwidth. Depending on the number of participants, we may ask you to turn video off when not presenting/speaking.

- All voices matter and everyone will be given an opportunity to speak. Please make room for the quieter people.

- Everyone here cares deeply about conservation and our missions. Honor each other and listen.

- When possible, keep remarks brief so we cover the material as scheduled.

- Use Zoom's Chat function for questions/comments. Hover the mouse near the bottom of the Zoom window to display Zoom buttons.

- The moderator may ask you to give a "thumbs up" reaction at some points.

- There will be a "parking lot" for items that we would like to return to later.

- This presentation, along with additional resources / templates, can be found on the following site: http://www.rainforesttrust.org/capacitybuilding/

Recap

Strategic Planning Day 1 Workshop, we focussed on:

Understand basic tools involved in creating a Strategic Plan.

Your "Hedgehog" Concept   SMART Goals

SWOT Analysis   2x2
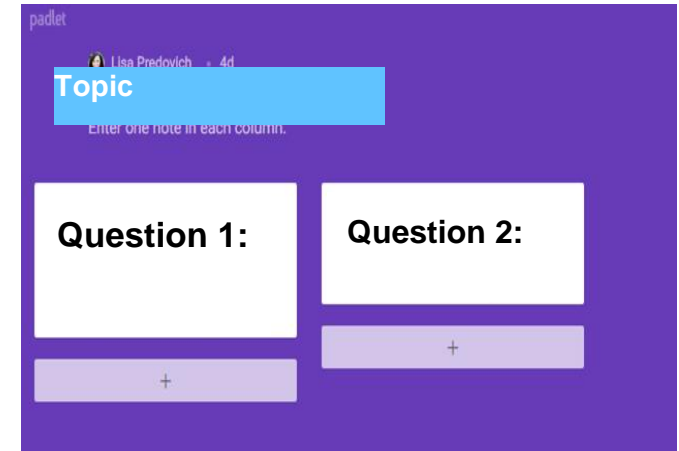Prioritization Matrix

The 5 Why's & Fishbone Diagrams (Root Cause Analysis)

Refresher Activity: Discuss Learnings and Key Takeaways 5 mins

Go to **Padlet**:
https://padlet.com/t4tadmin/ved01r497x0wqemd

Please share the following about what you learning in the first Strategy workshop last week:

Q1. Which tools do you think are most valuable/ you are most likely to use?

Q2. Which were you a little hazy on/ didn't understand?

We'll review the answers and aim to address in our final session of the day which looks at how to put all the tools and concepts we've discussed into practice.

By the end of the Strategic Planning Day 2 Workshop, you will be able to:

Understand advanced concepts used to strengthen your Strategic Plan:
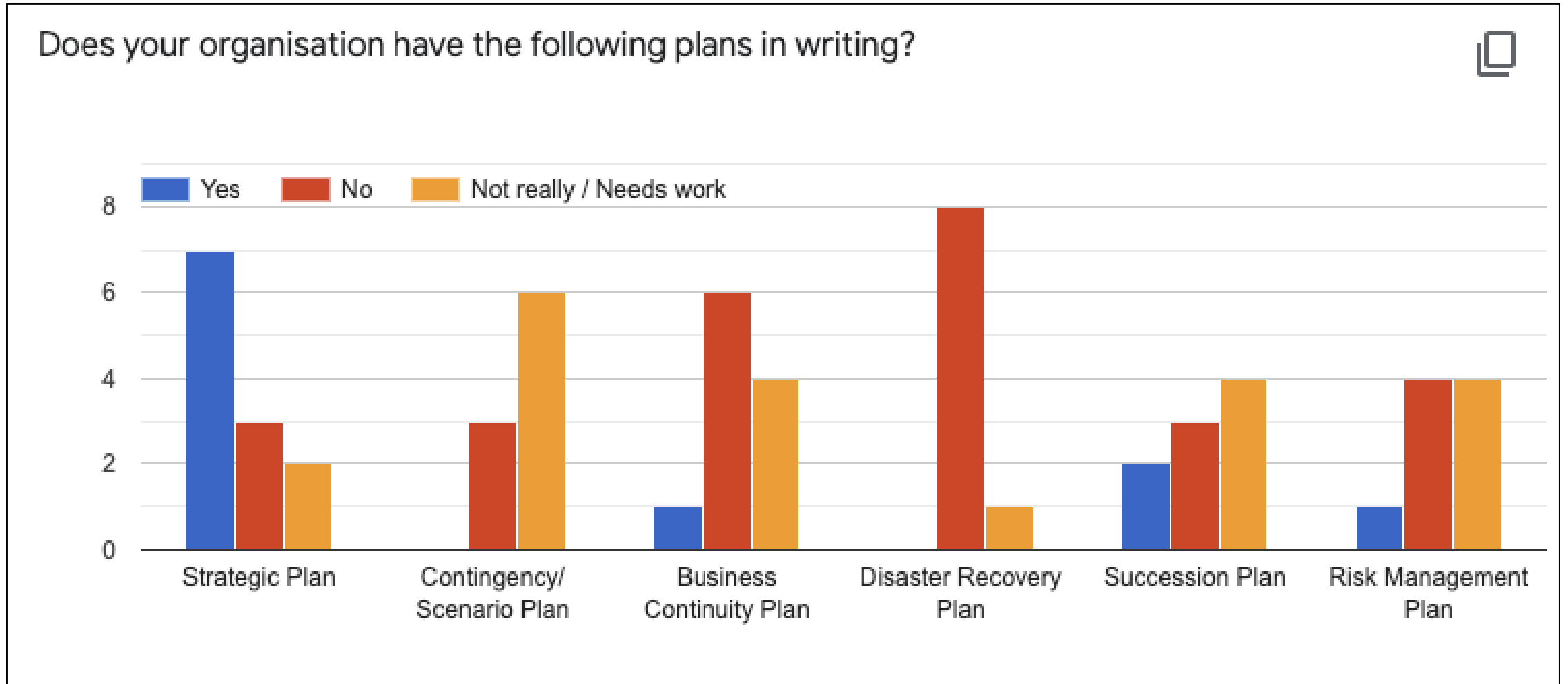
Scenario Planning Planning

Contingency

Business Continuity

Pest Analysis

Succession Planning

9 Box Action plan

Survey Highlights

Some key components are not <u>yet</u> in written form

Does your organisation have the following plans in writing?

The plans we will cover today
Definition & Description

➢ **Scenario planning** helps organisations make flexible long-term plans that account for potential external factors such as political and economic changes.

➢ **Contingency Planning** helps organisations prepare for an emergency by identifying risks, evaluating the impact & likelihood and creating actions plans.

➢ **Business Continuity planning** – helps ensure organisations critical functions can continue to operate during any crisis, as it relates to: Facilities, Technology, Data ect

➢ **Succession planning** is the process of identifying and developing potential future leaders and senior managers, as well as individuals, to fill business-critical roles.

Terminology Quiz

What do these terms mean???

Question 1.

Which type of planning will help ensure your organisation has back up facilities and technology so that you can continue to function during a crisis?

Answer:

Business Continuity Planning

Terminology Quiz
What do these terms mean???

Question 2.

Which type of planning will help ensure your organisation is ready for emergencies by identifying the impact of potential risks and the likelihood of them happening?

Answer:

Contingency Planning

Terminology Quiz
What do these terms mean???

Question 3.

Which type of planning will help your organisation plan for the longer term considering external factors like political and economic changes?

Answer:

Scenario Planning

Terminology Quiz
What do these terms mean???

Question 4.

Which type of planning will help your organisation plan develop future leaders to fill business-critical roles?

Answer:

Succession Planning

Warm Up Activity: Ask and Offer - 10 mins

Today we will keep the same groups for each breakout session. Workshops are a safe space for growth and learning. We offer to share our knowledge and experience and ask you to do the same.

Quick 5 min Breakout: Please share the following:

1. **Introduce yourself**
2. **What you are looking forward to most in today's session**
3. **What can you Ask or Offer the group in relation to today's topics? For example one of the below:**
   a. **learning experience**
   b. **success story**
   c. **problem to solve**

Module 1:

Scenario Planning
Who, Why & How?
PESTEL Analysis

IPCC Report on Climate Change
A Scenario Plan

The 2018 Report of the International Panel on Climate change demonstrates the potential consequences of a rise in future global temperatures at various levels.

It outlines the scenarios that will follow a Global Temperature rise of 1.5c and up as far as 3.7c.

The purpose of this report is to inform policy makers of the decisions they must make to avoid and adapt to these scenarios.

As organisations, our scenario plans look somewhat similar.
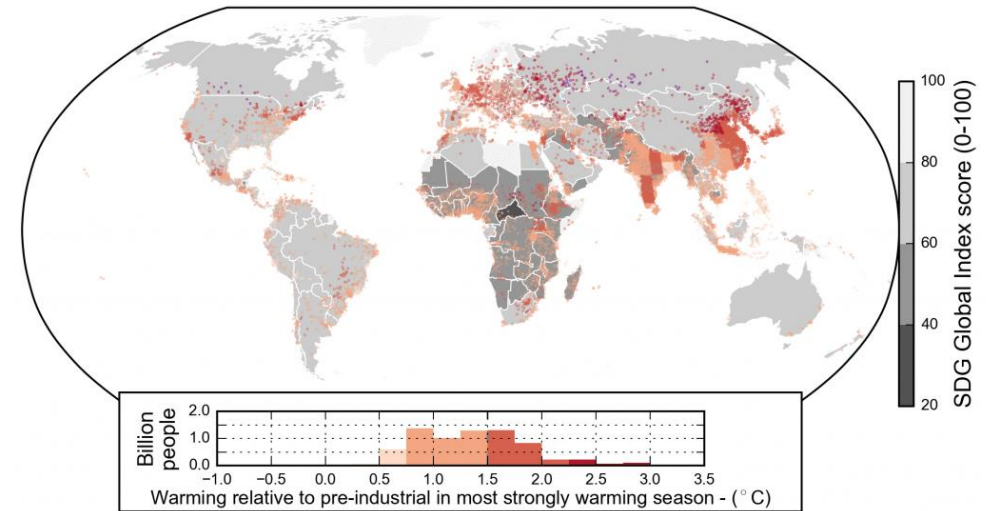
Human experience of present-day warming. Different shades of pink to purple indicated by the inset histogram show estimated warming for the season that has warmed the most at a given location between the periods 1850–1900 and 2006–2015, during which global average temperatures rose by 0.91°C in this dataset (Cowtan and Way, 2014) REF 10 and 0.87°C in the multi-dataset average (Table 1.1 and Figure 1.8). The density of dots indicates the population (in 2010) in any 1° × 1° grid box. The underlay shows national Sustainable Development Goal (SDG) Global Index Scores indicating performance across the 17 SDGs. Hatching indicates missing SDG index data (e.g., Greenland). The histogram shows the population living in regions experiencing different levels of warming (at 0.25°C increments). See Supplementary Material 1.SM for
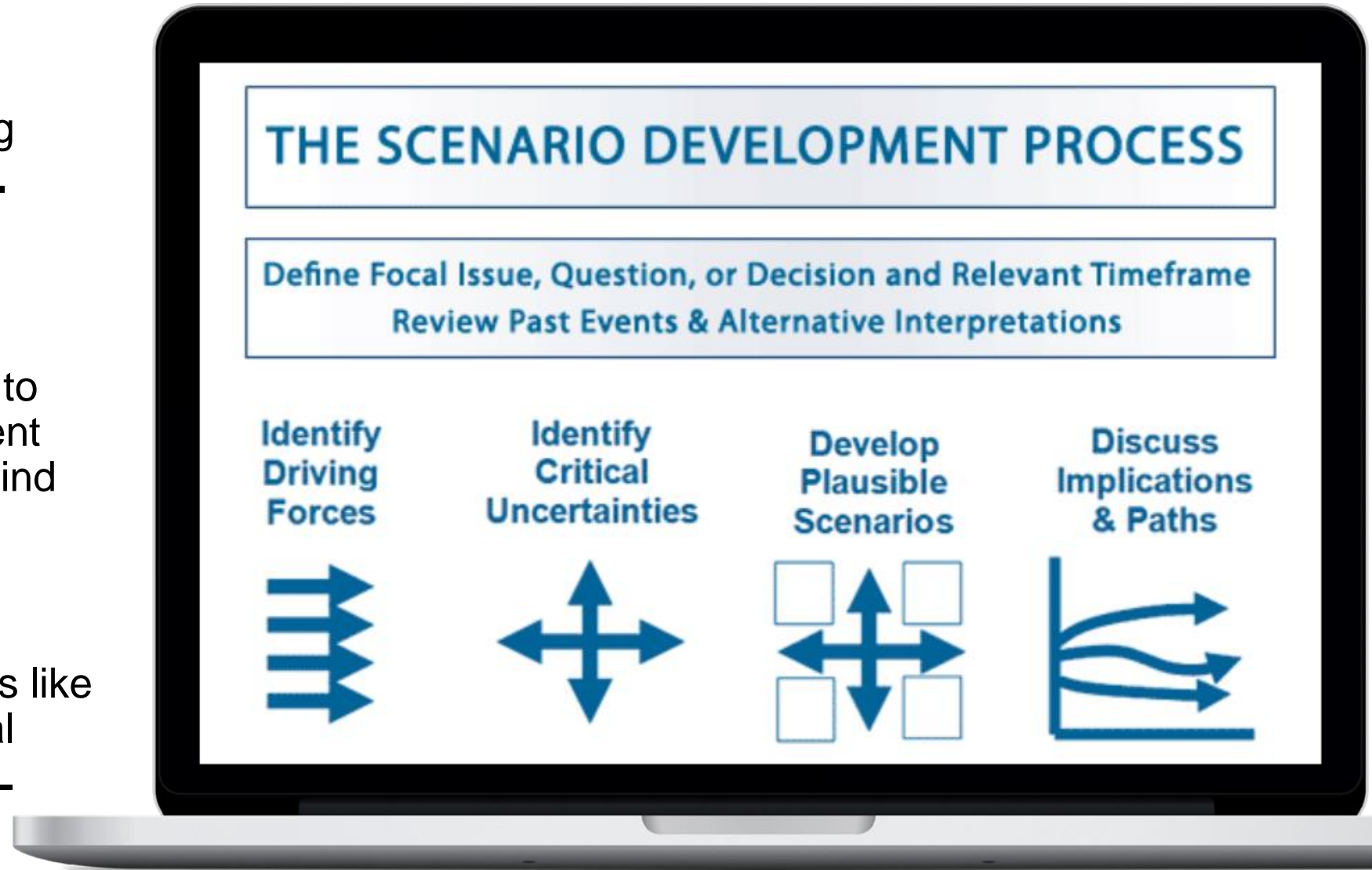
The Scenario Development Process

Where to start?

The process of developing such a plan has **4 steps.**

We use a **4 quadrant** Scenario Planning Graph to outline some of the different potential futures we may find ourselves in.

How do we identify things like "Driving Forces" & "Critical Uncertainties"? - **PESTEL**

Scenario Planning - Quadrant

Where to start

1. **Assign a timeframe for your plan.** "In 5 years time the world will look like ...

1. **"identify a variety of "Driving Forces" that might affect your org in the future**

1. **Identify 2 "Critical Uncertainties" that will heavily impact you org in particular**

1. **Develop Plausible Scenarios**

1. **Discuss implications & paths we should take**

Critical Uncertainty A

Critical Uncertainty B

Scenario 2

Scenario 1

Scenario 3

Scenario 4
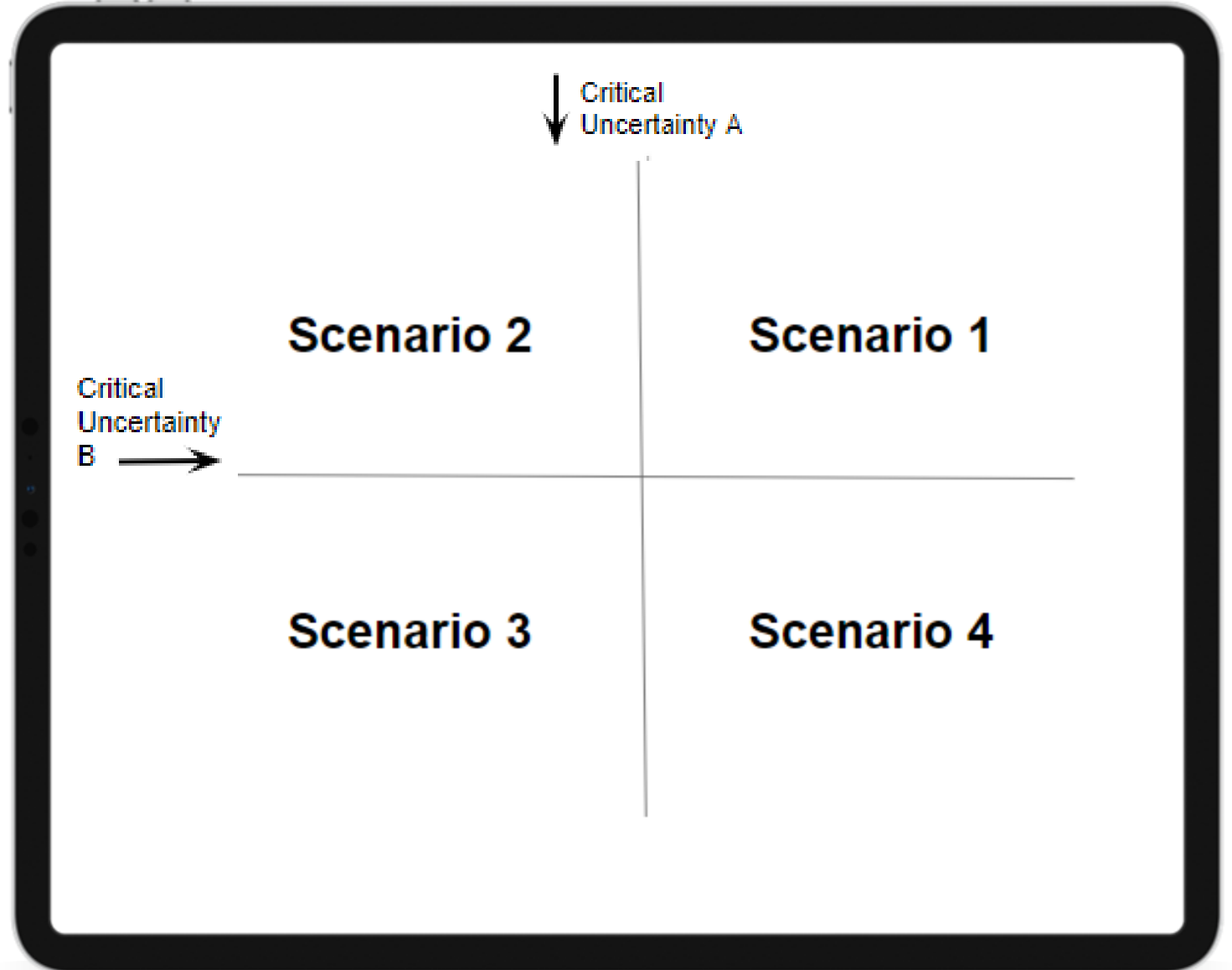
PESTEL Analysis

How to identify Driving Factors

Political	Economic	Social	Technological	Environmental	Legal
Government Policy	Growth	Population growth	Emerging Tech	Pollution	Health & Safety
Stability	Interest rates	Age distribution	Adoption	Climate Change	Labour Laws
Foreign Trade	Exchange rates	Health	Accessibility	Geographic challenges	Tax Requirements
Tax	Inflation	Career Expectations	Training	Decline of raw materials	Financial Reports
Military Affairs	Wages	Consumer Trends	Copyright	New Laws & Measures	Contracts
Funding/Grants	Financing Capabilities				

Identifying 2 Critical Uncertainties
Potential options

Government Policies

Different policies and political events can have a huge impact

Covid-19 Developments

movement restrictions, treatments,social effects

Population Growth

Lorem ipsum dolor sit amet, consectetur adipiscing elit

Economic Changes

Lorem ipsum dolor sit amet, consectetur adipiscing elit

Technology Development & adoption

New inventions, increased availability

Consumer Trends

Purchasing, travelling, sentiment,

Climate & Environmental Change

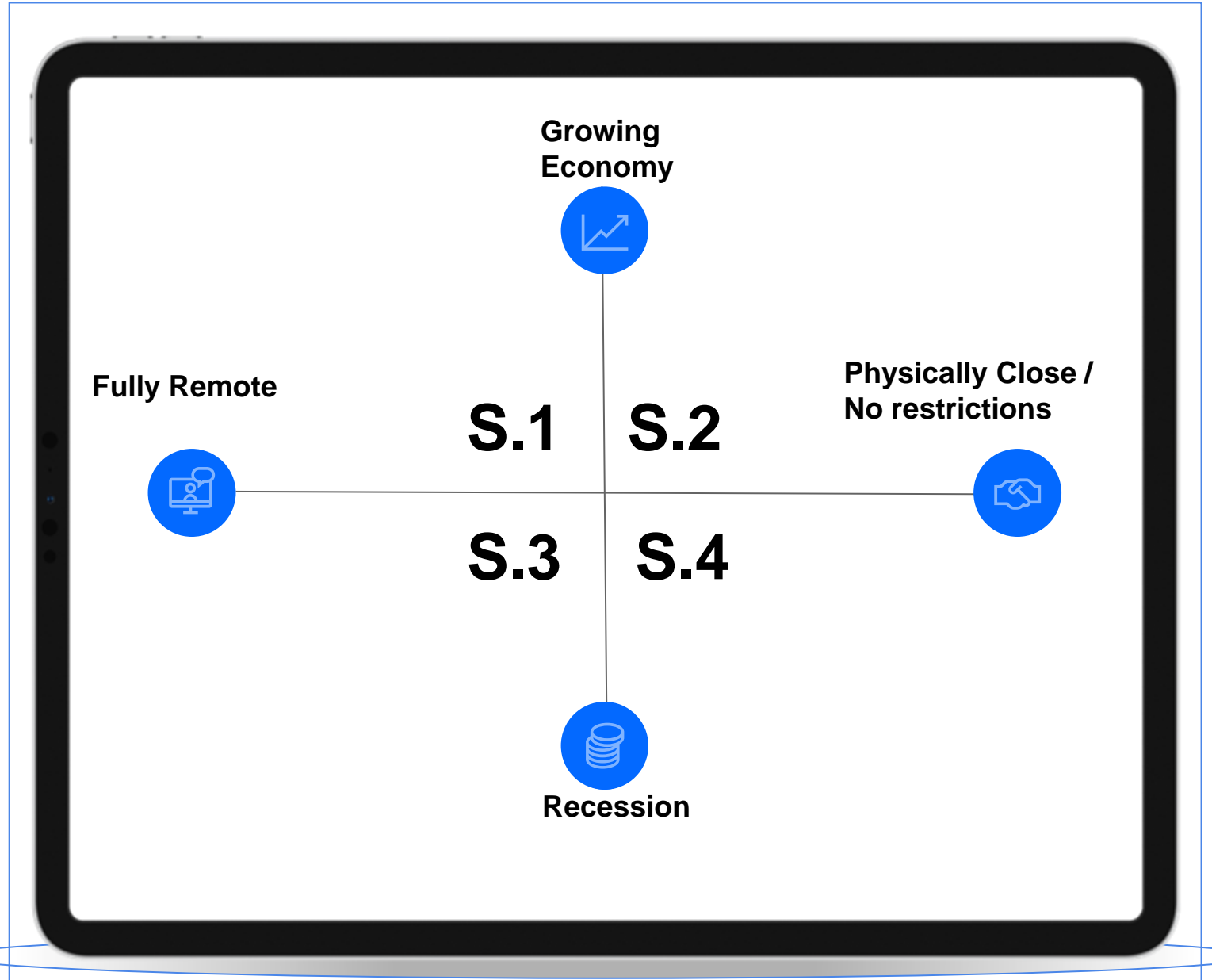National & International response, physical factors

Funding/ Donations

Sources, amount, interruptions

Scenario Planning
Where to start

1. **2 Critical Uncertainties (CU), here we chose Covid-19 Developments as CU (A) and Economic Growth as CU (B)**

2. **Assign a timeframe for your plan**

3. **Identify 2 "Critical Uncertainties"**

4. Develop Plausible Scenarios
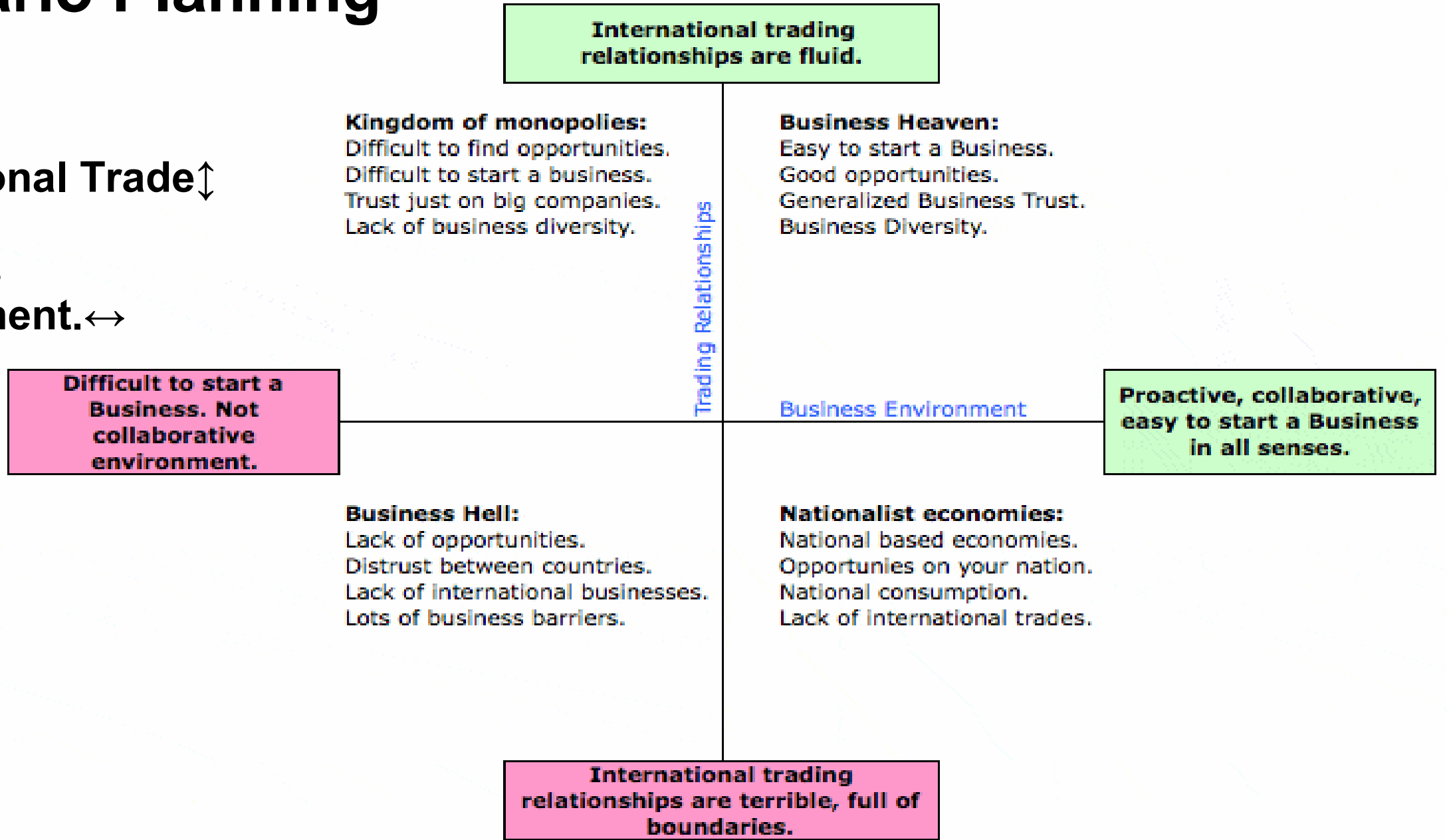
5. **Discuss implications & paths**

Growing Economy

Fully Remote

Physically Close / No restrictions

S.1   S.2

S.3   S.4

Recession

Scenario Planning

International Trade⇕

Business Environment.↔

International trading relationships are fluid.

Kingdom of monopolies:
Difficult to find opportunities.
Difficult to start a business.
Trust just on big companies.
Lack of business diversity.

Business Heaven:
Easy to start a Business.
Good opportunities.
Generalized Business Trust.
Business Diversity.

Trading Relationships

Business Environment

Difficult to start a Business. Not collaborative environment.

Proactive, collaborative, easy to start a Business in all senses.

Business Hell:
Lack of opportunities.
Distrust between countries.
Lack of international businesses.
Lots of business barriers.

Nationalist economies:
National based economies.
Opportunies on your nation.
National consumption.
Lack of international trades.

International trading relationships are terrible, full of boundaries.

Warning Signals

Once you have all your scenarios defined, you have to define the **Warning Signals**

These are difficult to establish or interpret since, **things never take place as you** (or anybody) **expected**.
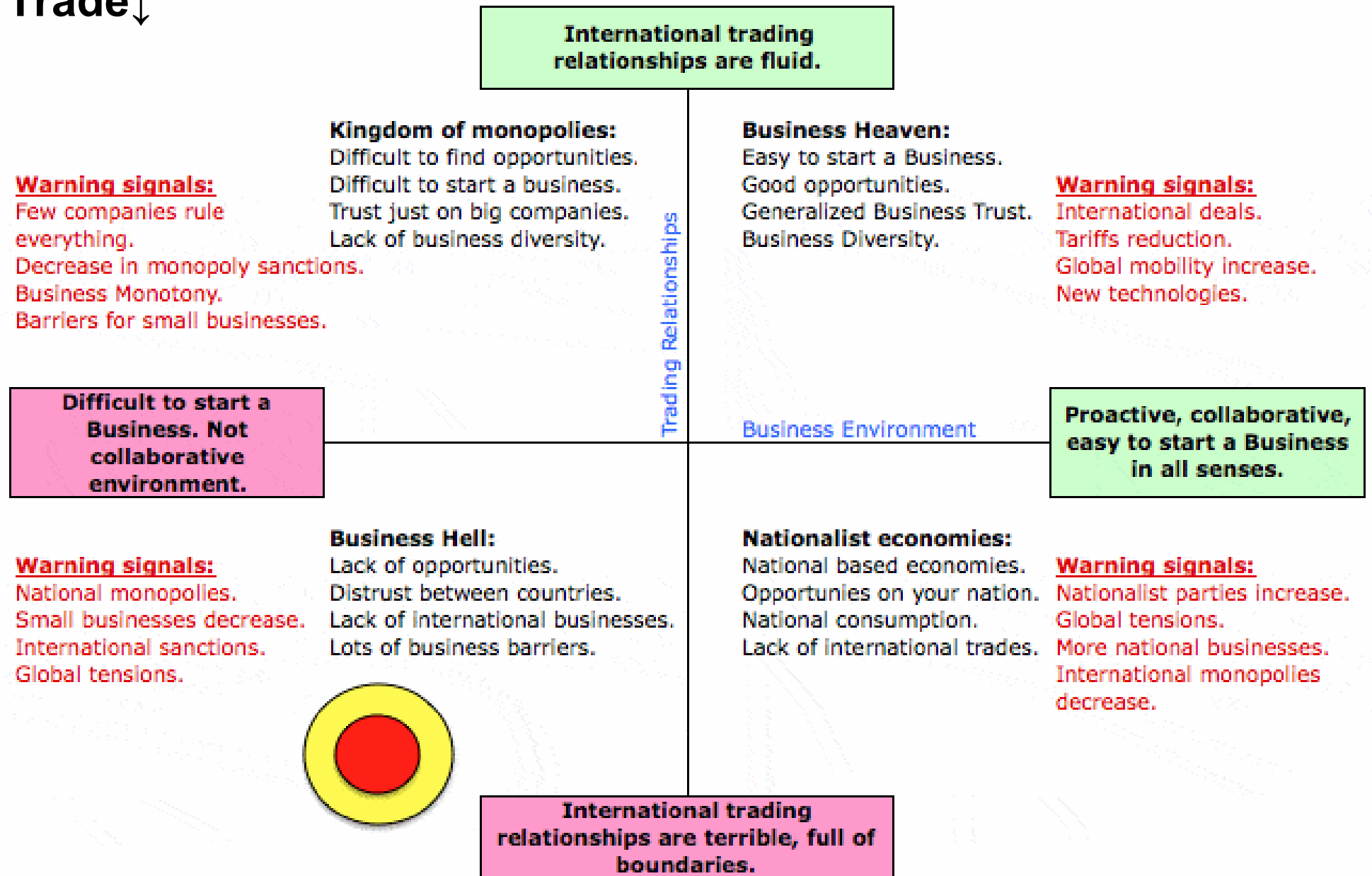
The **best you can do is** having an extensive **checklist** that is **frequently checked**.

International Trade ↕

Business Environment ↔

International trading relationships are fluid.

Trading Relationships

Business Environment

Kingdom of monopolies:
Difficult to find opportunities.
Difficult to start a business.
Trust just on big companies.
Lack of business diversity.

Warning signals:
Few companies rule everything.
Decrease in monopoly sanctions.
Business Monotony.
Barriers for small businesses.

Business Heaven:
Easy to start a Business.
Good opportunities.
Generalized Business Trust.
Business Diversity.

Warning signals:
International deals.
Tariffs reduction.
Global mobility increase.
New technologies.

Difficult to start a Business. Not collaborative environment.

Proactive, collaborative, easy to start a Business in all senses.

Business Hell:
Lack of opportunities.
Distrust between countries.
Lack of international businesses.
Lots of business barriers.

Warning signals:
National monopolies.
Small businesses decrease.
International sanctions.
Global tensions.

Nationalist economies:
National based economies.
Opportunies on your nation.
National consumption.
Lack of international trades.

Warning signals:
Nationalist parties increase.
Global tensions.
More national businesses.
International monopolies decrease.

International trading relationships are terrible, full of boundaries.

Step 2: **Create a List of Actions**

3 Categories of Action

1. **Appropriate for any scenario** - Actions that will positively affect the organization's ability to deliver impact and financial position under any future scenario

1. **Smaller scale and more flexible -** Smaller-scale, flexible investments or cost reduction measures that can be executed quickly (and reversed) if various scenarios come to fruition

3. **Larger and more permanent** - Large-scale investments or cost reduction measures that may be more permanent in nature

Exercise Breakout #1

Breakout #1 (20 mins)
Scenario Planning

1. In your Breakout groups, pick **any** two key drivers that come to mind and draw up a quadrant.
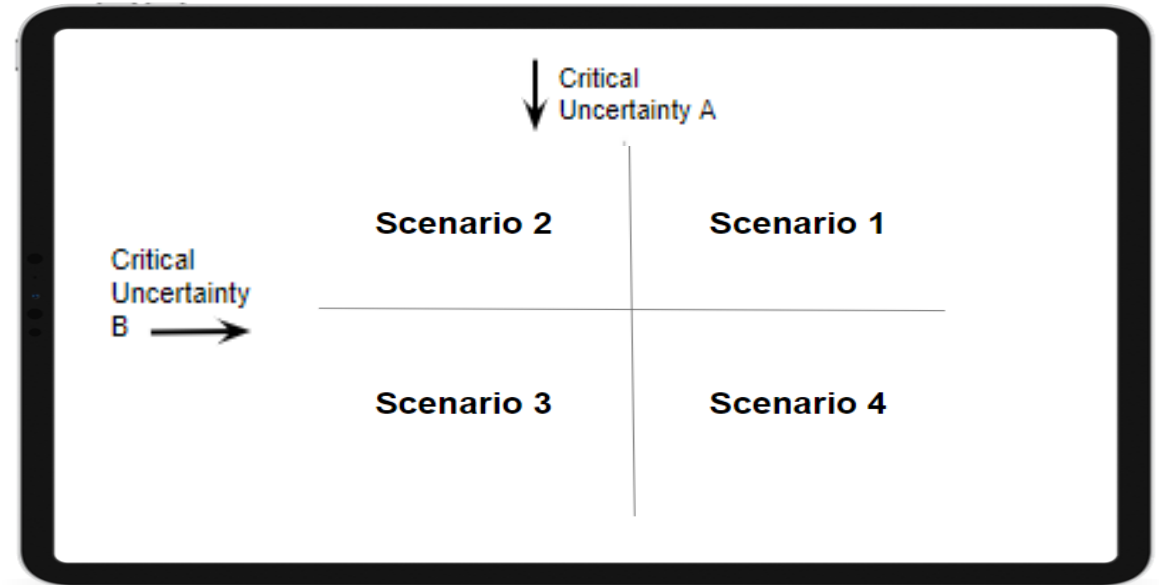
1. Briefly describe the scenarios that arise in the 4 different sections of the quadrant.

1. Explain why you chose these indicators and make a list of some actions your org would take to adapt in each scenario.

Critical ↓ Uncertainty A	
Scenario 2	Scenario 1
Critical Uncertainty B →	
Scenario 3	Scenario 4

Political	Economic	Social	Technological	Environmental	Legal
Government Policy	Growth	Population growth	Emerging Tech	Pollution	Health & Safety
Stability	Interest rates	Age distribution	Adoption	Climate Change	Labour Laws
Foreign Trade	Exchange rates	Health	Accessibility	Geographic challenges	Tax Requirements
Tax	Inflation	Career Expectations	Training	Decline of raw materials	Financial Reports
Military Affairs	Wages		Copyright		
Funding/Grants	Financing Capabilities	Consumer Trends		New Laws & Measures	Contracts

Breakout #1 Read-out

Share/Review (5 mins)

Choose one person from your group to share:

What were the 2 key drivers that you chose?

Explain why you chose these indicators

What actions have you identified to help deal with these scenarios

Module 2:

Contingency Plan

Business Continuity Plan

Who, Why & How?

Overall Emergency Management Plan
Typical elements and sub plans
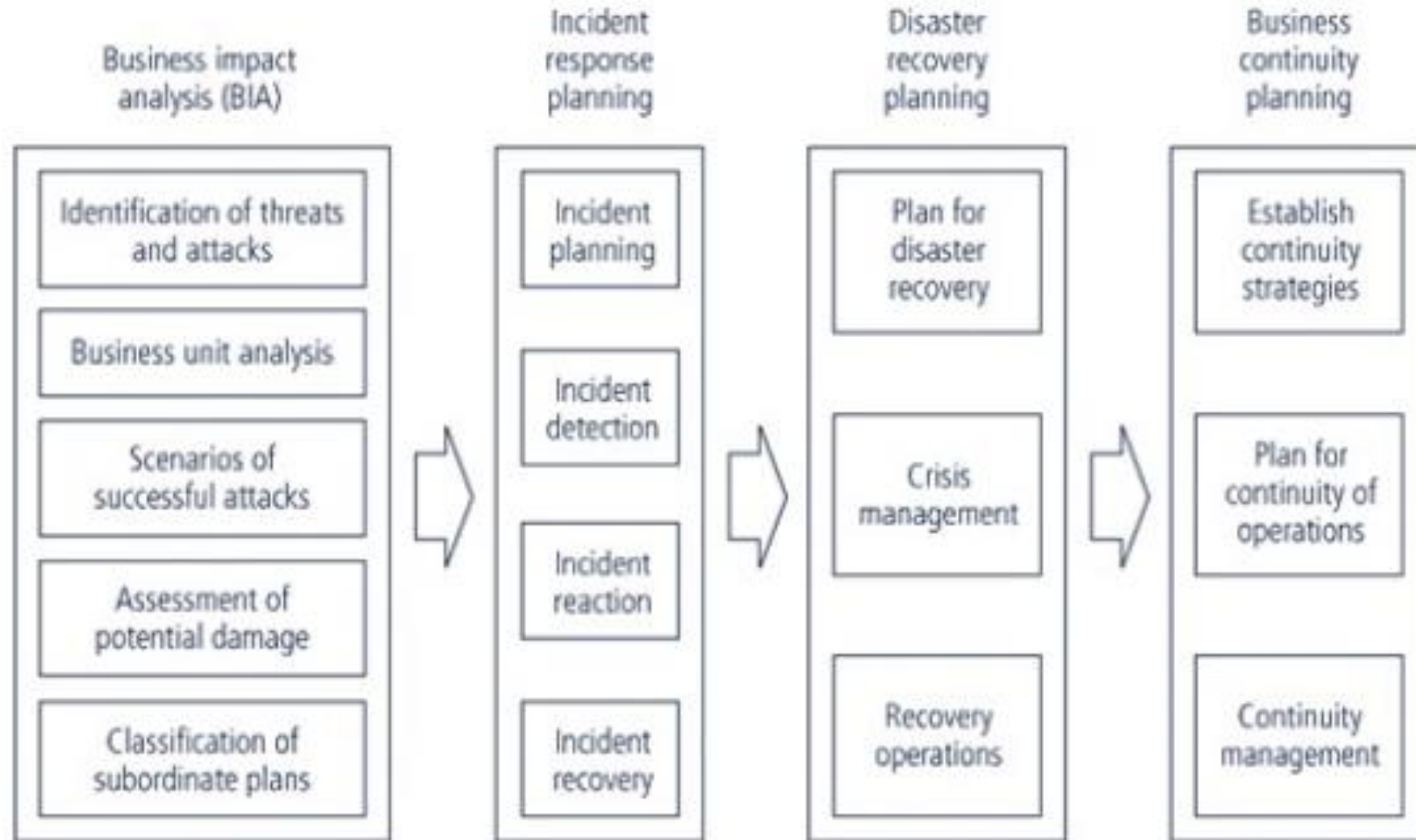
Many different versions and names

We'll focus on Contingency and Business Continuity Planning

Crisis Management

Emergency Management Plan

Incident Management

Incident Response Plan

Business Continuity

Contingency Plan

Disaster Recovery

Incident Management

Continuity Plan

Fundraising & Communications Crisis Planning

📋 **Building Your 10 Step Crisis Management Plan** ⌄

1 Establish a Crisis Fundraising and Communications Team

2 Build an Internal Communications Plan

3 Build an External Communications Plan

4 Do a Risk Assessment of Funding Streams

5 Build Your Rainy Day Fund

6 Assess Expenditure on Non Critical Activities

7 Reach out to Your Network of NGOs

8 Realign Activities to Your Mission and Vision

9 Ask for Skilled Based Support

10 Review Your Crisis Management Plan Regularly

Emergency Management Plans

A few key points

We won't go into detail but it is important to have detailed Identification and response plans:

- Be aware of any immediate emergency risks by following government social media channels and websites.
- Allocate responsibility and understand what will trigger the plans into action.
- Document and train all staff on how your organisation will respond in an emergency.
- Train first responders and mission critical functions and staff for allscenarios.
- How will you account for and communicate to all staff in each scenario?
- Have a process for updating this continually.

Contingency vs Business Continuity
Definitions

- The **Contingency Plan** – helps your organisation prepare for an emergency by identifying risks, evaluating the impact & likelihood and creating actions plans.

- The **Business Continuity plan** – deals specifically with how your organisation will continue to function through and following a crisis so that critical areas and functions can continue to operate. It largely relates to:
  - Facilities
  - Technology & Data
  - Key People

What could go wrong???

Planning for anything

- **Natural** – floods, drought, fire, crop devastation, landslides, pestilence

- Human Caused – such as crime, terrorism or riots

- Technological – such as explosions, building or bridge collapse

What could go wrong???
Planning for anything

- Natural – such as floods, drought, fire, landslides and storms

- **Human Caused** – such as crime, terrorism or riots

- Technological – such as explosions, building or bridge collapse

What could go wrong???
Planning for anything

- Natural – such as floods, drought, fire, landslides and storms

- Human caused – such as crime, terrorism or riots

- **Technological** – such as explosions, building or bridge collapse
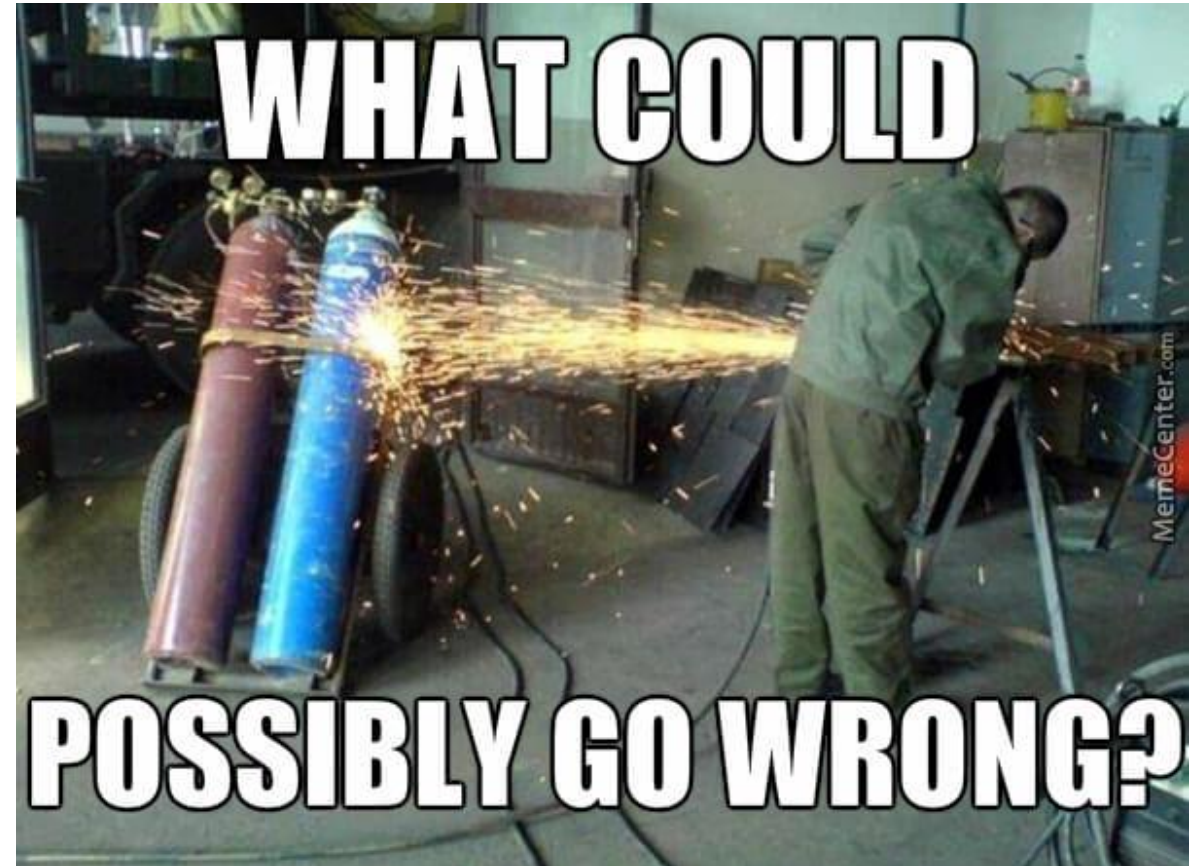
Contingency Plan

Overview

Contingency plans are developed to explore and prepare for **_any_** eventuality.

1. Identify Scenarios
2. Assess the impact
3. Rate the risk & likelihood
4. Mitigate any risks
5. Prioritise and build action plan for remaining risks
6. Review

Contingency Brainstorming

Identify the scenarios & Assess the impact

Scenario: What could happen?	How could it impact the organisation?
1.xx	1. 2. 3. 4. 5.
2.xx	1. 2. 3. 4. 5.
3.xx	1. 2. 3. 4. 5.
4.xx	1. 2. 3. 4. 5.

Contingency Plan
Risk Matrix

Impact →

Likelihood ↑

	Negligible	Minor	Moderate	Significant	Severe
Very Likely	Low Med	Medium	Med Hi	High	High
Likely	Low	Low Med	Medium	Med Hi	High
Possible	Low	Low Med	Medium	Med Hi	Med Hi
Unlikely	Low	Low Med	Low Med	Medium	Med Hi
Very Unlikely	Low	Low	Low Med	Medium	Medium

Risk Library
Rate the Risk & Likelihood

Scenario	Impacts	Impact rating	Likelihood rating	Risk (1=Low; 5=High)
1.xx	1. 2. 3. 4. 5.			Refer to rating matrix
2.xx	1. 2. 3. 4. 5.			5
3.xx	1. 2. 3. 4. 5.			4
4.xx	1. 2. 3. 4. 5.			3

Mitigation Strategy
Which risks can we eliminate? or re-rate?

Scenario/ Risk	Mitigation Strategy - what actions will you take to minimise/mitigate the potential risk to your business?
1.xx	1. 2. 3. 4. 5.
2.xx	1. 2. 3. 4. 5.
3.xx	1. 2. 3. 4. 5.
4.xx	1. 2. 3. 4. 5.

Action Plan
Prioritise and build action plan for remaining risks

Scenario/ Risk	First hour	First Day	First Week	End Plan Trigger
1.xx Trigger: What 'thing' will happen that will start this action plan?	What will you do in first hour after scenario occurs?			What will trigger the end of the plan
2.xx Trigger:				
3.xx Trigger:				
4.xx Trigger:				

Contingency Plan

Regular Review

As time passes, your circumstances may change:

- New locations are added
- New activities
- New people
- Changes to processes or technology
- New threats or existing ones become more likely

How will your plan measure up in the future if not revised?

Business **C**ontinuity **P**lanning   Or   BCP

Business Continuity Planning
Mission critical functions need to keep operating

In the event of a crisis/disaster, your organisation needs a business continuity plan to continue functioning. This is related to the contingency plan but goes into greater detail specifically on:

- Facilities
- Technology & Data
- Mission Critical Functions & people

ie Who needs to keep working and where will they work from and how will they be able to work.

Business Continuity

Process for creating a BCP plan

1. ID Mission critical functions

2. ID Resources that support critical functions

3. ID Scenarios that might require different plans

4. Create plan

5. Test & revise

Business Continuity

Step 1. ID Mission Critical Functions

- Leadership Team - some not all

- IT, security & operations staff are usually instrumental

- Communicating during a crisis is usually important!

- HR has the up to date staff roster

- Medical staff?

- Who deals with the insurance company and can approve spend quickly?

Business Continuity

Who on these teams are required?? The idea is to get as many non critical people to safety (ideally home) and plan for those that need to continue functioning.

- Marketing Team - Need Comms & Social team but send campaign team home.

- Finance Team - Need the person with the insurance details and spend approval but do they need to be onsite? and can send the accounts team home.

- Property Team - Need security and maintenance team but send cleaner home.

Business Continuity

3. ID Scenarios and variations required?

Property Damaged/Unsecured

- Where will their command centre operate from in each scenario
- City disruption but no damage to building - can it be secured?
- Damage to building - unworkable - Back up facility?

Timing Variations

- What if event happens in middle of the night?
- Do key people have what they need at home to start functioning at anytime of the day/night.

No Power/Telecom

- What if power or telecom channels are out of service?
- Back-up power sources
- Change locations
- Back-up devices/batteries

Business Continuity

4. Create plan (& back-up plan)

Mission Critical Functions in emergency	Key Staff & details	Plan A (Secured)	Plan B (Property unsecured/damaged)	Plan C - (Timing OOH)	Plan D - (no power / Comms)
1.IT	1. 2. 3.	What, Where & How will this team respond?	Enable new facility with IT and secure data from previous location	Support users in remote locations to ensure connected	Work on enabling connectivity and back up supplies
2.Operations	1. 2. 3.	Safety checks	Enable back-up facilities & enable transport	Plan for getting required staff to headquarters	Enable back up power and comms Distribute devices
3.Security	1. 2. 3.	Secure the facility	Secure existing and new facilities and ensure safe travel to new location.	Secure facility	Secure existing and back up facility
4.Communications	1. 2. 3.	Internal & External comms plan	Internal & External comms plan	Internal & External comms Plan	Internal & External Comms Plan
5. HR	1. 2. 3.	Head count & Employee support	Head count & Employee support	Head count & Employee support	Head count & Employee support

Exercise Breakout #2

Instructions

Hypothetical situations:

Group 1 (Mark): Extreme and dangerous civil unrest, has suddenly compromised the safety of your headquarters and you expect this to continue for at least 7 days.

Group 2 (Adam): Flash floods have hit 50% of your conservation area and the regional offices in that zone.

Group 3 (Jen): Earthquake has rocked the city of your head office during work hours. Your building is structurally sound and everyone is ok but the power is out and water supply is contaminated.

Group 4 (Paul): Explosion on the main train line has occurred overnight and access to the city where your head office is located is expected to be limited for 3 days.

Group 5 (Jennifer): Rebels have taken over one of your regional offices overnight.

1. What are your organisations' mission critical functions during this period?
2. What resources are required or safe to continue working?
3. Which plan is most relevant for enabling the mission critical team to keep working through the crisis?

Business Continuity
Exercise

Mission Critical Functions in emergency	Key Staff & details	Plan A (Secured)	Plan B (Property unsecured/damaged)	Plan C - (Timing OOH)	Plan D - (no power / Comms)
1.IT	1. 2. 3.				
2.Operations	1. 2. 3.				
3.Security	1. 2. 3.				
4.Communications	1. 2. 3.				
5. HR	1. 2. 3.				

Breakout #2 Read-out
Share/Review (5 mins)

Choose one person from your group to share:

For your hypothetical scenario:

1. What are your organisations' mission critical functions during this period?

2. What resources are required or safe to continue working?

3. What is the plan for enabling this mission critical team to keep working?

Break Time!!
Be back in 30 mins.

Module 3:

Succession Planning
Who, Why & How?

Proactively identifying and developing new leaders to succeed current ones and meet the nonprofit's future leadership needs.

Why is this **SO** important?

- **Leadership** is at the core of the organisation's long term mission

Benefits of practicing
Succession Planning

- diverse portfolio of leaders

- Higher-quality decisions around promotions etc

- career development opportunities

- stronger organisational culture

- "future-proofed" workforce

- Greater organizational stability and resilience

The Purpose of Succession Planning

Who, What, What, When, Why?

- **Business-critical roles** need to be filled

- Potential **successors** need to be actively nurtured and trained

- **Talent Management** can help ensure that there are options to turn to

A wide **range of activities** may make up succession planning programmes. They may be **formal and informal** learning and development processes, together with a crucial focus on **relevant management experience**

Survey Highlights
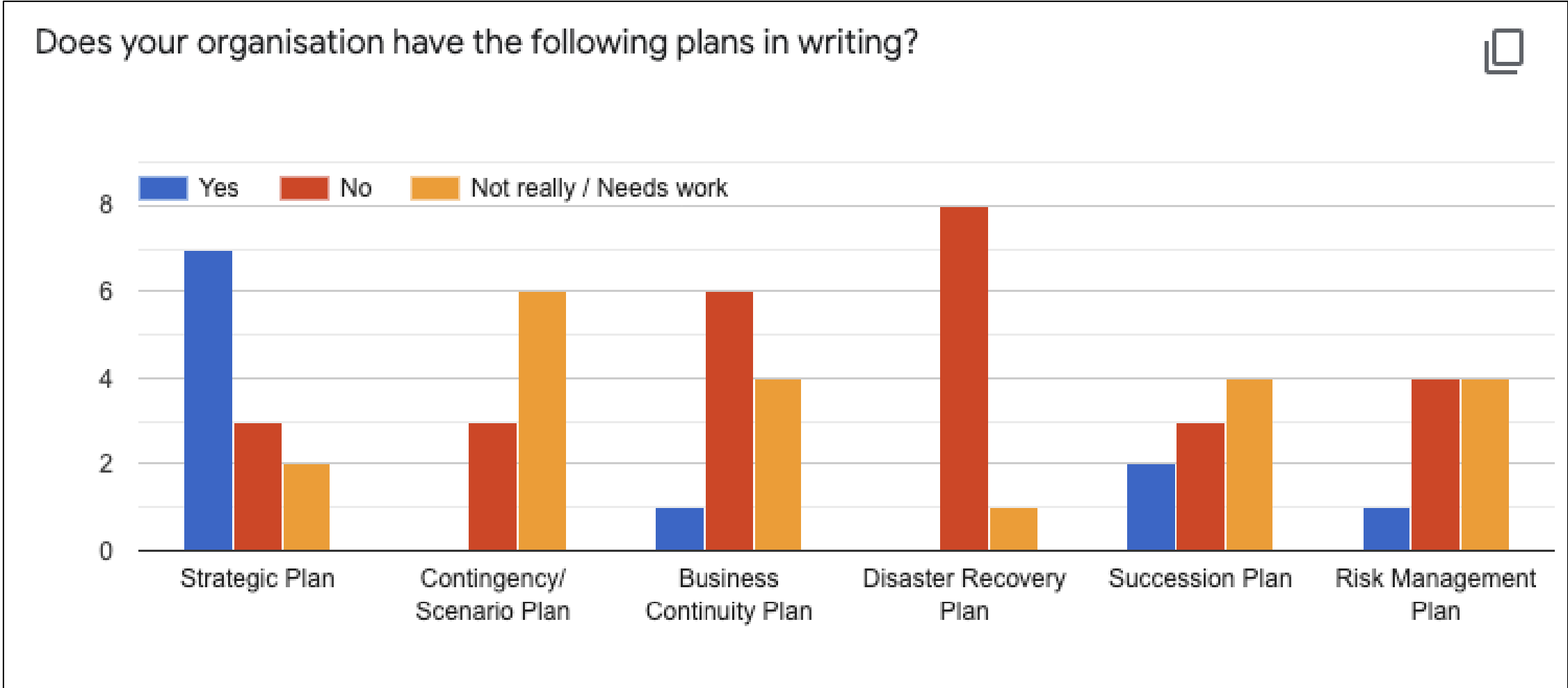
Some key components are not <u>yet</u> in written form

Does your organisation have the following plans in writing?

Legend: ■ Yes ■ No ■ Not really / Needs work

Plan	Yes	No	Not really / Needs work
Strategic Plan	7	3	2
Contingency/Scenario Plan	0	3	6
Business Continuity Plan	1	6	4
Disaster Recovery Plan	0	8	1
Succession Plan	2	3	4
Risk Management Plan	1	4	4

Core Activities for
Succession Planning

1. **Engage** the current senior leaders

2. **Map** out a vision of the future leadership team

3. **Develop** future leaders

4. **Seek** new talent to fill gaps

5. **Monitor** and improve the process of developing
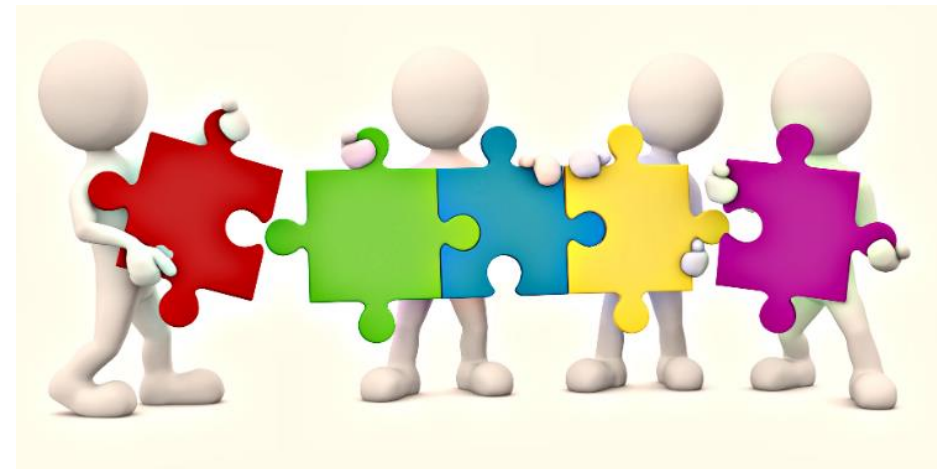
   leaders

1. Engaging Senior Leaders - As Leaders, Ask Ourselves...

Do you have the internal talent you need to execute our strategic priorities over the next three years? For which positions are we likely to need to look externally?

What is your senior leadership team going to look like in three years?

Who are the rising "Stars" in the organisation?

Is there anything that's working particularly well and that we should share with the rest of the senior team?

What are you doing to develop internal talent?

2. **Map** out a vision of the future leadership team - How to

Step 1: Define the Critical Leadership Capacities Needed to Fulfill Your Organization's Mission in the Next Three to Five Years

Step 2: Assess the Potential of Your Staff (Current and Future Leaders) to Take On Greater Responsibility

Step 3: Create Your Plan for What Leadership Teams within the Organization Will Look Like in Three Years

2. **Map** out a vision of the future leadership team - How to

Step 1: <u>Define your required leadership Capacities</u>

- What will be the organization's strategic priorities during the next three to five years?
- What organizational capabilities will be required to achieve those priorities?
- Which leadership roles directly link to solving, executing, or implementing actions necessary to achieve those priorities?
- What skills are critical for these roles? How do these differ from those required today?

2. **Map** out a vision of the future leadership team - How to

Step 2: Assess the Leadership Potential of Your Staff

- Consider the employees performance using the **9 Box Grid**

Someone with "High Leadership Potential" has high:

1. Aspiration   2. Ability   3. Engagement

2. **Map** out a vision of the future leadership team - How to

Step 3: Create Your Plan for What Leadership Your Teams Will Look Like in Three Years

- Here we bring the info gathered in steps 1 & 2 together and create a picture of the roles that may be needed in the orgs future
- Who do we see filling these positions?
- Do we need to look externally?
- Can we train/prepare someone already in the org to be ready when they are needed?
- Create an action plan instructing your management team to ensure that leadership development for these roles is a priority.

Openness & Fairness

The level playing field

Trust within an organisation has been shown to be a **core** driver of a **successful enterprise.**

Employees **need** to **understand** the succession **process**

2B
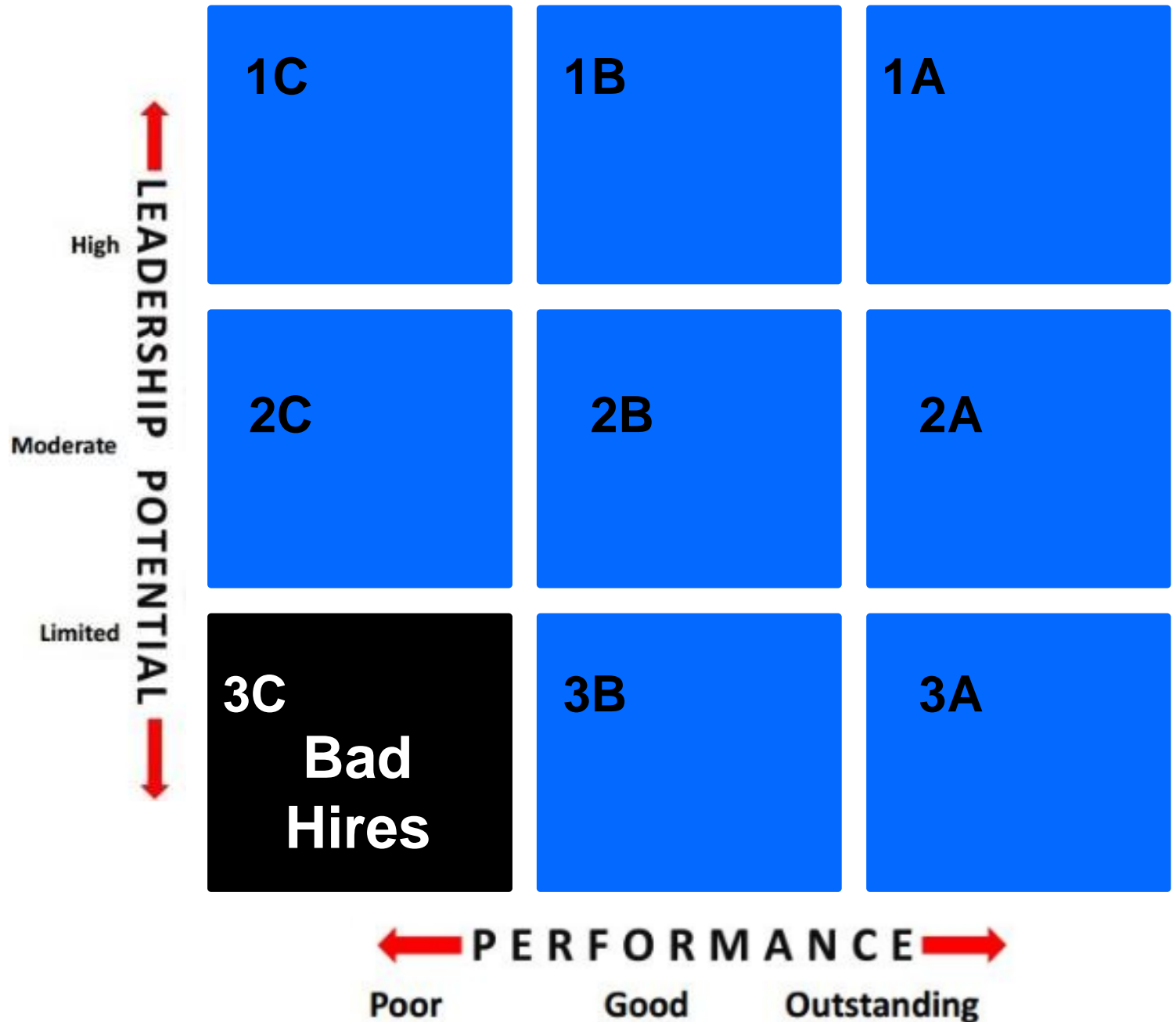
Good Performance/ Moderate Potential:
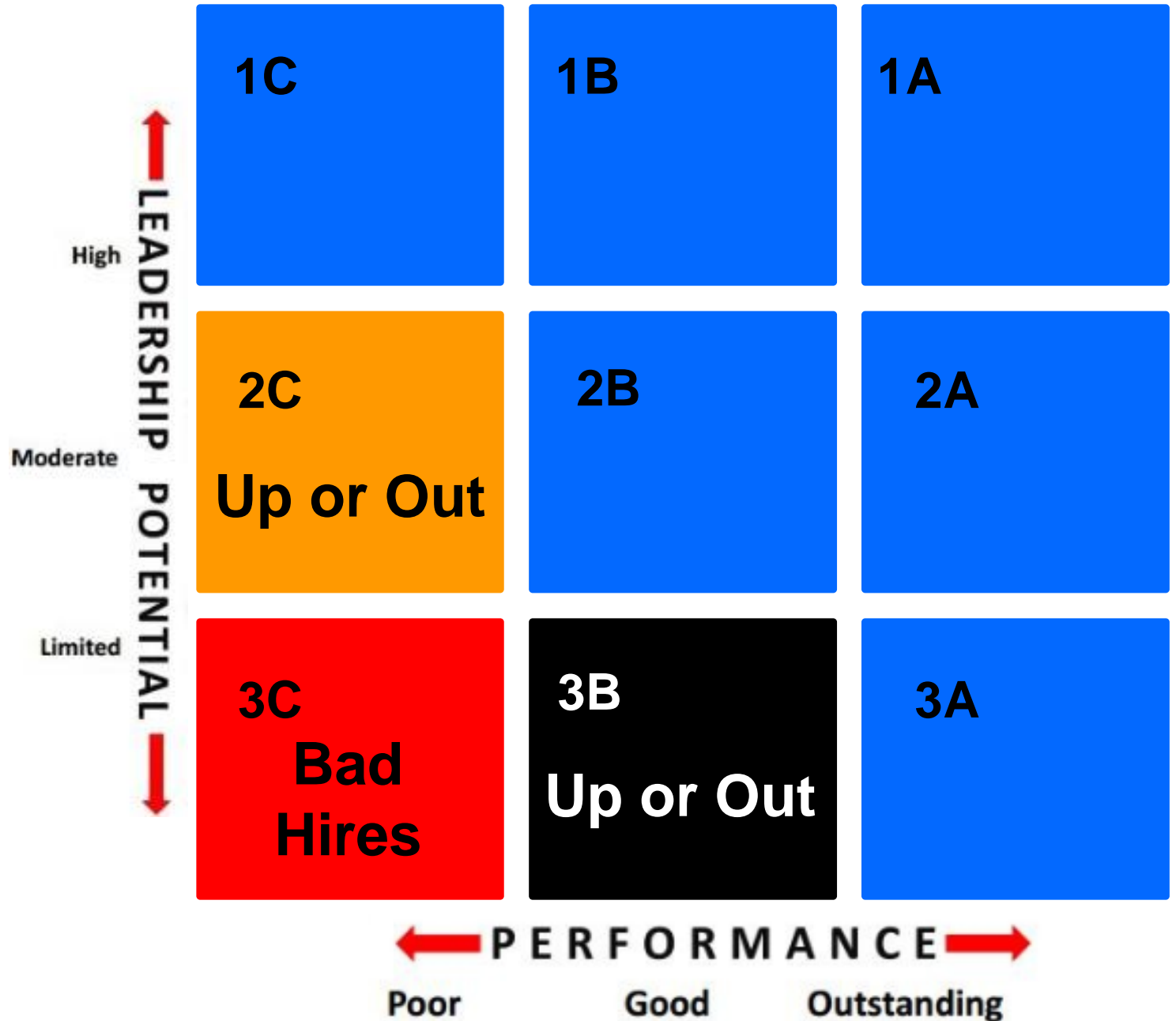
Core Players

9 Grid Box

1C Under-performing Talent	**1B** High Potentials	**1A** **Stars**
2C Up or Out	**2B** Core Players	**2A** High Performers
3C Bad Hires	**3B** Up or Out	**3A** Hard Workers

LEADERSHIP POTENTIAL

High · Moderate · Limited

←— PERFORMANCE —→

Poor · Good · Outstanding
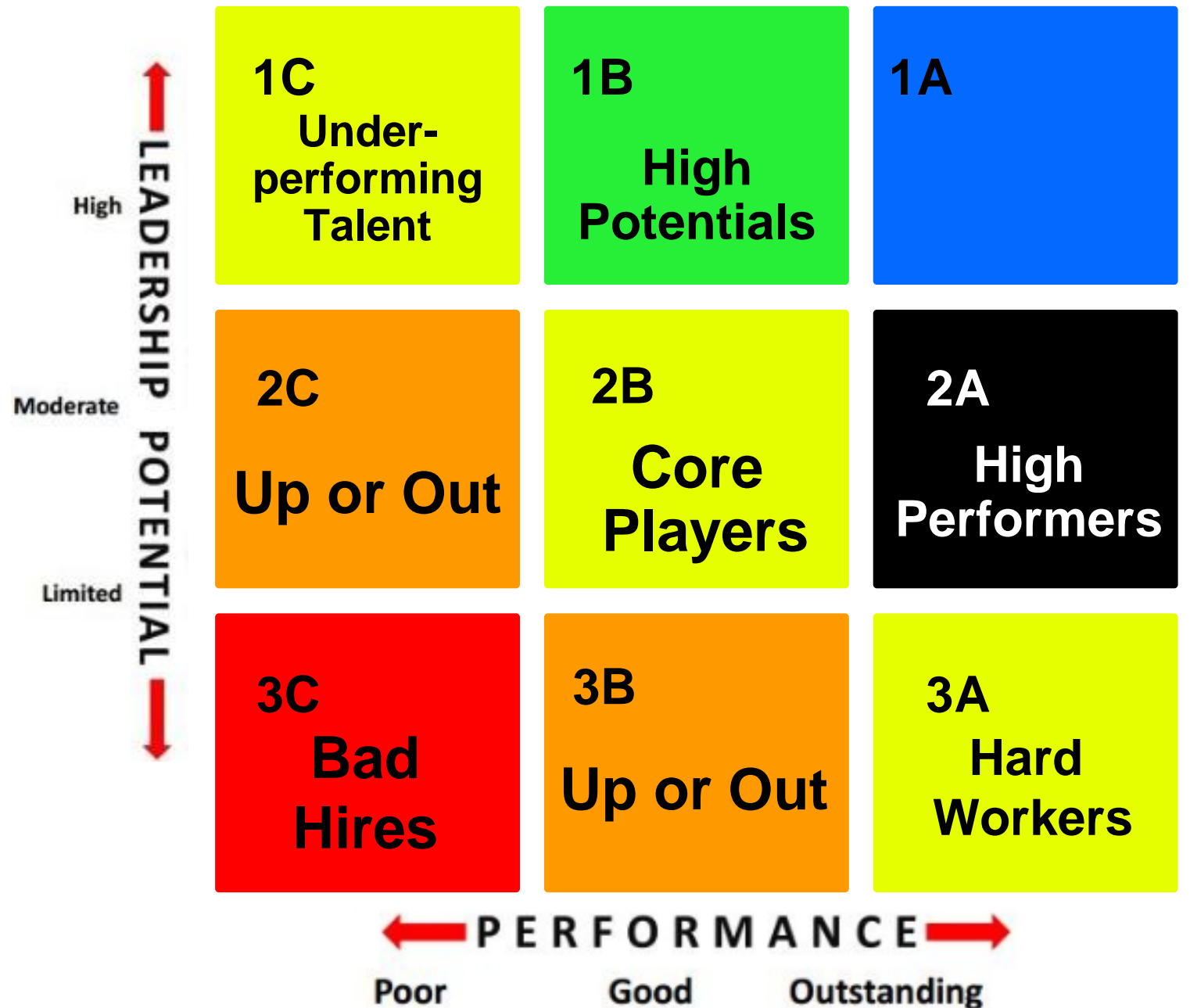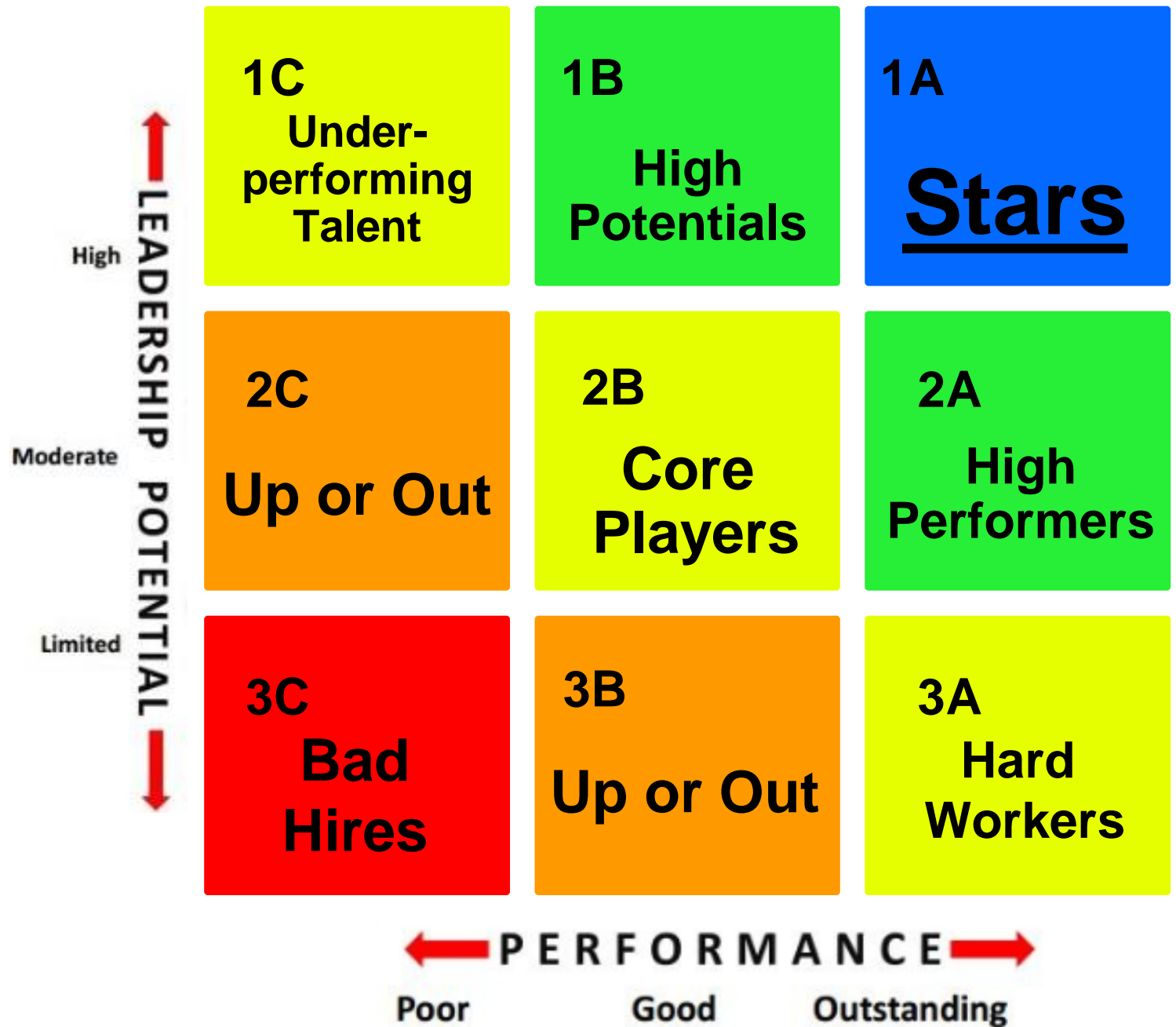
Poll

How would you rate the following employees?

1. **Jane** has been in her role 9 months. She has been steadily progressing however she has been falling short of her monthly targets regularly.

1. **Grace** has been working in customer service and admin, she has been with the org for several years. In that time she has gone above and beyond her role by creating a new network of partners in the locality and has promoted a number of community engagement projects within the org.

1. **Jonathon** has a great track record in his role as accountant however he does not display any interest in additional tasks around the office and has not improved or increased his skill capacity in a number of years.
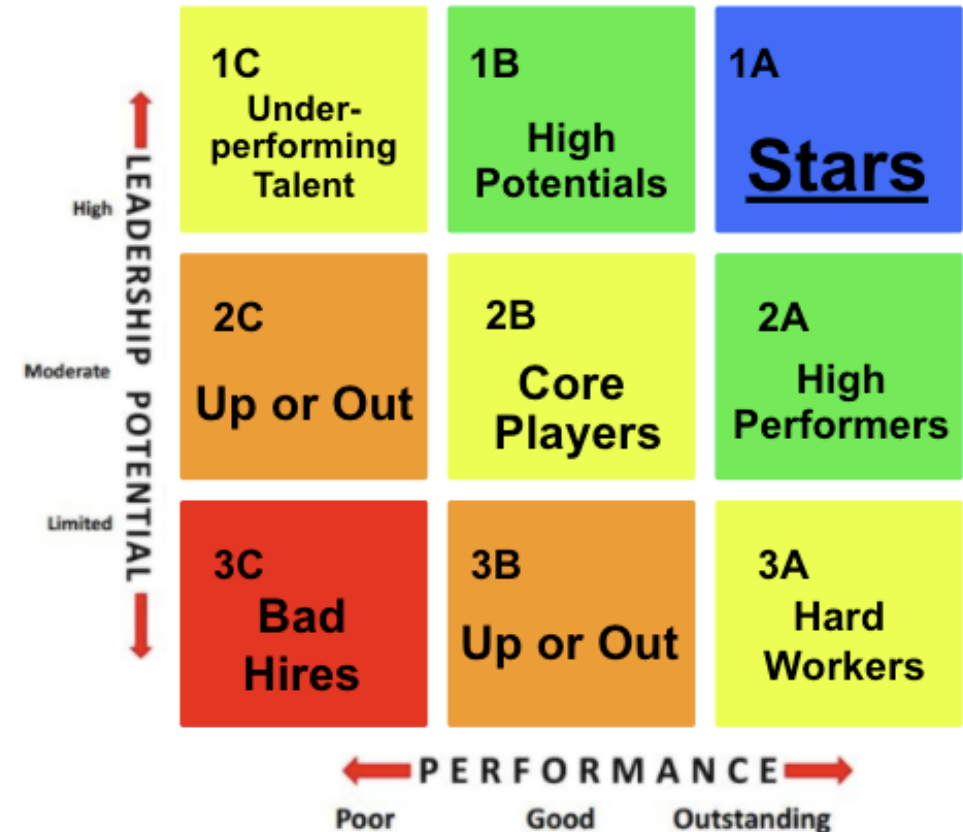
Core Activities for
Succession Planning

1. **Engage** the current senior leaders

2. **Map** out a vision of the future leadership team

3. **Develop** future leaders

4. **Seek** new talent to fill gaps

5. **Monitor** and improve the process of developing leaders
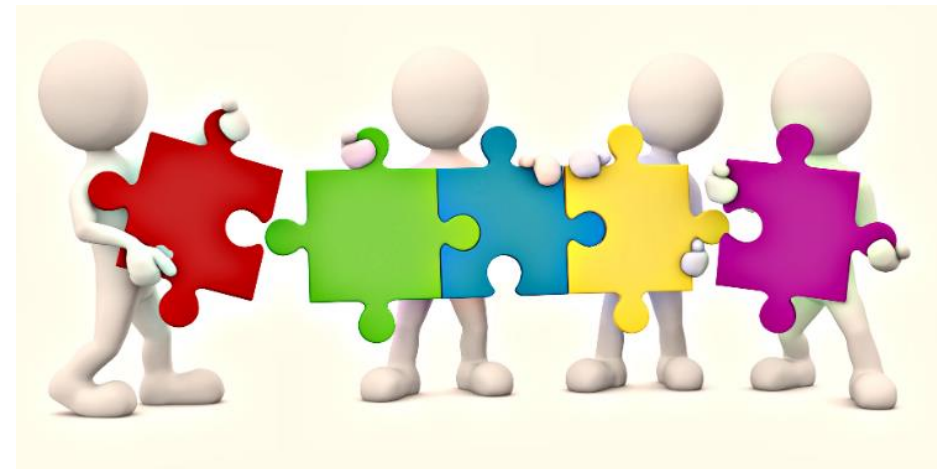
5. **Monitor** and improve the process of developing leaders

Step 1: Confirm Objectives and Key Actions You're Prioritizing

Step 2: Create Checkpoints to Ensure Accountability

Step 3: Assess Whether You're Meeting Your Goals

Step 4: Diagnose Potential Problems and Adjust Course

Exercise Breakout #3

Instructions

You are the CEO of "Wilderness International". You have been asked by the board to create a basic plan for the future leadership needs of the organisation.

<u>Step 1</u>: As a group, pick 1 fictional role that you will need to fill in 2-3 years eg. Chief Financial Officer, Head of Operations etc.

<u>Step 2</u>: Discuss and define the Critical Leadership Capacities/traits & Skills that someone in this role might need to fulfill your organization's mission in this period.

<u>Step 3</u>: There are several employees in Wilderness International who can fill this role <u>but none are quite ready</u>. Outline **3 activities** that your management team might need to undertake to make sure one of these employees is ready to fill the position.

Breakout #3 Read-out

Share/Review (5 mins)

Choose one person from your group to share:

1. The **Role** you chose to fill
2. The **traits and skills** you decided are necessary to succeed in this role
3. What **3 activities** has your group come up with to develop these skills in junior staff?

Module 4:

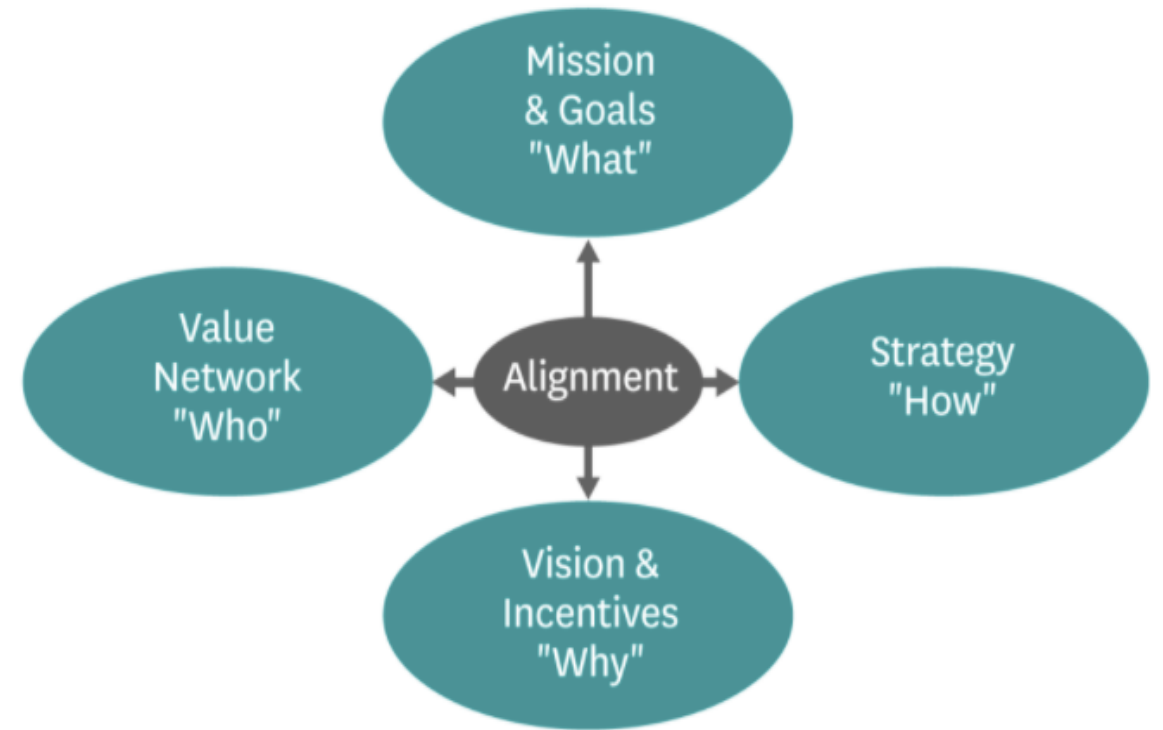## Putting it into practice

Annual Strategic Processes

When to do what

Strategy - A Definition

A *set of guiding principles* that, when communicated and adopted in the organization, generates a *desired pattern of decision making* to achieve the organization's objectives.

5 Why's Root Cause

SOAP ??? ???

Hedgehog

PESTEL

SMART Goals

Fishbone

When to use what??

??? Continuity 2x2 Prioritisation

SWOT

9 Box Scenario

??? Contingency

Plans vs Tools

Getting Started:
➔ Planning teams
➔ Create schedule
➔ Gather docs

Inputs:
  Mission statement, vision, values
  Previous plans & analysis
  Marketing & Business plans
  Financial records & forecasts
Market data
Consumer insights
Employee input

Tools:
  SWOT
  Hedgehog
(PESTEL)
Smart Goal Setting
2x2 Prioritisation
root cause analysis
Fishbone
5 why's
Prioritise

	Analysis (Input)	Strategy Creation (output)	Execute & Manage
Strategic Plan		**Strategy on a page (SOAP)** **Good to Great Pinwheel**	
Risk Management Plans		**Scenario planning Contingency Plan Business Continuity Plan Crisis & Comms Plan**	
People Plan		**Succession Plan**	

Plans vs Tools

Getting Started:
- ➔ Planning teams
- ➔ Create schedule
- ➔ Gather docs

Inputs:
 Market data
 Consumer insights
 Employee input

Tools:

 SWOT
 Hedgehog
(PESTEL)
Smart Goal Setting
2x2 Prioritisation
9 Box
root cause analysis
Fishbone
5 why's
Prioritise

	Analysis (Input)	Strategy Creation (output)	Execute & Manage
Strategic Plan	SWOT Hedghog Good to Great pinwheel PESTEL **Scenario plan** Market & Customer insights Employee insights	**Strategy on a page (SOAP)** **Good to Great Pinwheel** 2x2 prioritisation Smart goal setting	Smart Goal setting 2x2 prioritisation BU Plans Fishbone, 5 Why's
Risk Management Plans	PESTEL Risk matrix 2x2 prioritisation	**Scenario planning** **Contingency Plan** **Business Continuity Plan** **Crisis & Comms Plan**	
People Plan	9 Box	**Succession Plan**	

Preparing to Plan

Step 1: Determine Organizational Readiness – Questions to Ask:

- Are the conditions and criteria for successful planning in place at the current time? Can certain pitfalls be avoided?
- Is this the appropriate time for your organization to initiate a planning process? Yes or no? If no, where do you go from here?

Step 2: Develop Your Team & Schedule

- Who is going to be on your strategic planning team?
- Choose someone to oversee the implementation (Chief Strategy Officer or Strategy Leader)
- Select key individuals and decision makers for this team. It should be a small group of approximately 12-15 persons.
- What activities will be done when throughout the year. What checkpoints?

Step 3: Collect Current Data

- The last strategic plan, even if it is not current

- Mission statement, vision statement, values statement
- Business plan
- Financial records for the last few years
- Marketing plan
- Other information, such as last year's SWOT, sales figures and projections

Annual Schedule
Plan to plan

	Risk		People	
	Strategy		Review	

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Board / CEO			Q1 Board Bus & **Risk** Review			Q2 Board Bus Review			Q3 Board Bus Review		Approve next FY plan	Q4 EOY Board level Bus Review
Leadership Team	Annual staff calibration and succession plan review	Annual risk Review BCP	Q1 BU level Business Review			Q2 BU level Bus Review	Half yr exec survey & review / Half yr risk score-card		Q2 BU Bus Review / Annual Plan Analysis & Prep (3 wks)		Annual Planning Strategy workshop Day/retreat	Q4 EOY Bus Review Corp Level
Managers/ All Staff	Annual Planning Strategy workshop & Department plans	Month end status update on Goals	Month end status update on Goals	Month end status update on Goals	Month end status update on Goals	Month end status update on Goals	Half yr review & All staff survey	Month end status update on Goals	Month end status update on Goals	Month end status update on Goals	Month end status update on Goals	Annual review

SOAP Review
What's involved

Strategy

The SOAP sits at the organisational level and sets the goals and objectives for all activity at a high level.

Review / Refresh annually.

Deliverables & Enabling Processes

Each team or unit will define the key priorities and enabling processes their team will focus on to deliver on the strategy.

Execution Plans

Each team or unit will determine what activities they will do and ensure they ladder up to the SOAP.

Update quarterly.

Strategy on a Page (SOAP)

WHAT?
- Concisely articulates on a single page the vision, goals and objectives

WHY?
- Provides a simple understanding and plan of the strategy
- Used to assess opportunities to see if fit within strategy
- Helps the team focus on what is most important
- Ensures all activates align with the stated strategy

HOW?
- Many ways to design SOAP
- Usually done at organization level
- Departments will determine the deliverables
- Create 90 day activity plans

WHEN?
- Review the SOAP annually
- Review activities against the SOAP quarterly to ensure you're not distracted
- Provide to new team members at onboarding

Strategy on a Page (SOAP) Template

Strategic Pillars (1-3 words)	Goals (3-8 words - goal defined)	Objectives (3 x 1 sentence + measure)

Our Vision:
xxx

Our Purpose:
Sustainably Conserve & Protect the forest, species and communities of xx

Our Values:

(Don't necessarily need all of the above. What's important here is why do we exist?)

Conservation — Conserve xx forest
1. Reduce deforestation in protected areas
1. Increase habitat restoration in protected areas
1. Protect endangered species

Success Measure: additional xx species preserved by 2025.

Economy — Local economic development
1. Create local jobs
1. Attract tourist
1. xx

Success Measure: Creation of xx jobs or tourism

Sustainability — Sustainable funding model
1. Financially viable - Generate income
1. Reduce dependency on grants
1. xx

Success Measure: Less than 40% revenue from grants by 2025

Review Cadence
Annual Strategy Workshops

Instructions:
Create your initial organisational SOAP
Invite your leaders or planning team to an annual strategy workshop. (*We did this with the GM's & EM's first and then the rest of staff after)

Benefits: Team are engaged and focused on the right activity. They have 'bought into' and understand the strategy and priorities for the organisation. Good team building activity.

Purpose of Strategy Day - Why are we here:
- Understand and plan our strategies
  - Can we achieve them?
  - What is working, not working?
  - Are we missing any strategies that would significantly enhance our organisations performance?
- Identify opportunities to accelerate our progress against our strategies
  - What are the critical projects to accelerate progress?
  - What do we need to STOP doing?!
  - Do we have the correct program ownership and governance?
- Align on cultural attributes that we aspire to guide and frame our performance to bring to life our vision: xxx

Sample Agenda:
- Leader welcomes & speaks to the current vision, Strategy, Goals, Objectives. Year in Review and the Year ahead & Potential disruptions.
- Icebreaker games (see next slide)
- Cross functional group break-out sessions to discuss and reflect on the strategy - See key Questions slide
- Unit/Teams work together to define deliverables for the year ahead and Quarterly 90 day plans ensuring they ladder up to the SOAP.

The Smartie Game & 20 Questions
Ice breaker activities for Strategy Day (Optional)

The Smartie Game:
Instructions: Have a bowl of different coloured candy ie smarties or M&M's or Skittles. Each colour has a different meaning as below. Each person selects 3 candies at random and must say 1 thing for each candy colour they select.

Benefits: Team are engaged and understand you value their input and what they have to say. Good ice breaker activity to get the team feeling safe to speak up.

- **Red: An issue/pain point**
- **Blue: Goal you wish to keep**
- **Green: An opportunity you think the organisation has missed**
- **Yellow: Something you would like the Leader(s) to do.. An ask**
- **Purple: Something you would like another team to do**
- **Orange: Something you wish the organisation had done already**

20 Questions: Outside-In view
Instructions: Enlist someone from outside of the organisation to be a guest and prepare them with 20 questions that will help give the team insight to how others see the organisation. It may be surprising what you find out!

Benefits: Sometimes it is good for the team to hear an outsiders view as we tend to get so close to the detail that we don't see what others see. An example might be someone from the community or a friendly politician, or even someone from Rainforest Trust!

Annual Strategy Review: Key Questions

Instructions: Break your leaders in to 3 cross functional teams and have them discuss and answer the below questions. (Can create a workbook template for them to use) Assign each group one of the strategic pillars for the relevant questions.

Will these strategies enable us? Are they achievable?	Will these strategies enable us? What would you change/add? For your assigned strategy: Are these the right strategies, goals & Objectives? What would you change or add? Is this achievable? What are the best measures/KPI's for tracking and enabling progress against our goals? Will the Strategy, goals and objectives help the team be more effective? What is the key process that will enable our performance?
Critical Priorities: How do we get it done?	What are the top 5 Priorities for your team? What are the top 5 enabling processes? What will you Stop, Start, Continue? What critical investments are required? What barriers need to be overcome? Where are there cross team synergies? How will you empower the team to do their best work? Have we identified the right owners for each priority? What team priorities are appropriate to deliver on the strategies?
Capability & Success	What skills, knowledge or personal capabilities will I need to develop to realise these strategies and priorities? What capabilities will the team need? What are our major skill gaps? How will we bridge these gaps? What are the major processes we are lacking? Do we have the right program ownership and governance approach for aligning, supporting and tracking program efforts? What should it look like? What cross-organisation dependencies are there? What will success look like? How will we know we have realised our strategy?

Execution - planning to stay on Strategy

Cascading the strategy down to departments & Individuals

Once you've set the organisational goals and socialised and gained acceptance, it's time to create department and individual plans that directly support the organisational goals.

Vision

Mission, Values

Strategies & Long-Term Strategic Objectives

Annual Goals

Department Goals

Individual Goals & Actions

2x2 Prioritization Matrix

Purpose: Used in brainstorming activities to rank and prioritise the highest value/Impact activity vs effort. It identifies the quick wins in the top right hand corner. Scoring each idea based on value and effort helps you plot the idea.
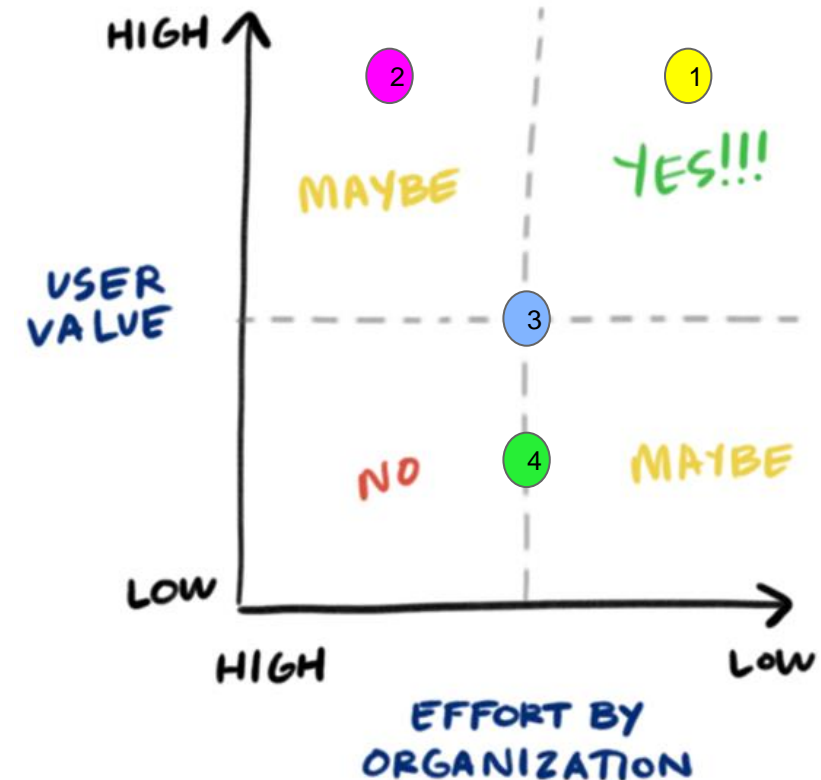
How To:
1. Brainstorm your ideas
2. Score your ideas based on Effort and Value
3. Plot the ideas on the matrix based on their score
4. Top right quadrant are the top ideas.

Low Effort 3
High Effort 1

High Value 3
Low Value 1

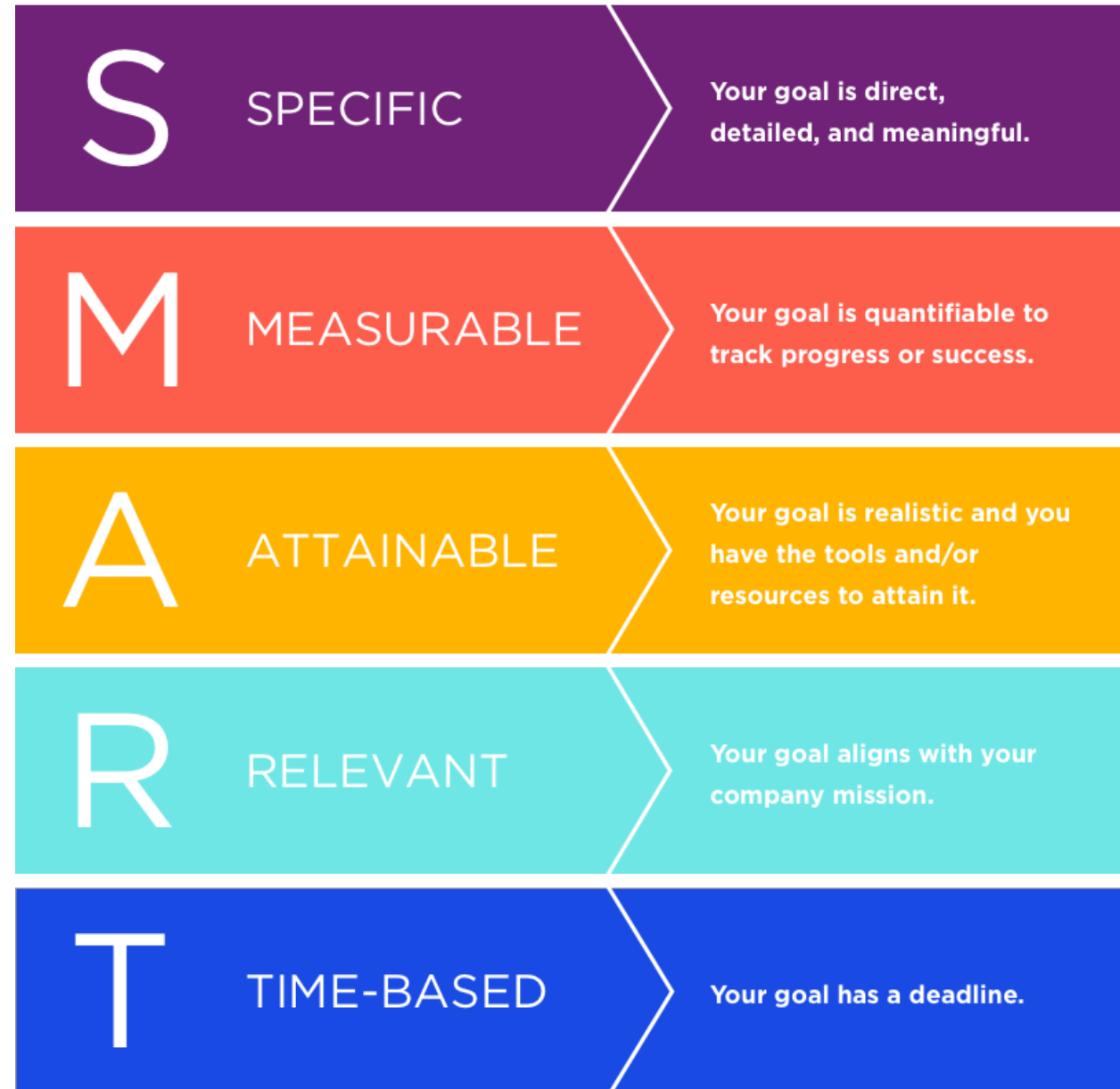| Idea	Effort	Value	Score
Idea 1	3	3	6
Idea 2	1	3	4
Idea 3	2	2	4
Idea 4	2	1	3

SMART Goal Setting

Criteria specific guide

- **Specific**:
  Simple, Sensible, Significant

- **Measurable**:
  Meaningful, Motivating

- **Achievable**:
  Agreed, Attainable

- **Relevant**:
  Reasonable, Realistic, Results-based

- **Time-Based**:
  Time limited, Cost limited, Time sensitive

S SPECIFIC — Your goal is direct, detailed, and meaningful.

M MEASURABLE — Your goal is quantifiable to track progress or success.

A ATTAINABLE — Your goal is realistic and you have the tools and/or resources to attain it.

R RELEVANT — Your goal aligns with your company mission.

T TIME-BASED — Your goal has a deadline.

SMART Goal Setting
How to Use

SPECIFIC		MEASUREABLE	
What do I want to accomplish?		How much?	
Why is this goal important?		How many?	
Who is involved?		How will I know it's accomplished?	
Where is it located?			
ACHIEVABLE		**RELEVANT**	
How can I accomplish this goal?		Does this seem worthwhile?	
How realistic is the goal based on other constraints?		Is this the right time?	
TIME-BOUND			
When? What can I do 6 months from now?		What can I do 6 weeks from now?	

Team/Unit xx Deliverables FY xx (Template)

Vision: (Restate it here) Sustainably, Conserve & Protect the forest, species and communities of xx

(Strategic Pillar 1) Conservation	**Strategic Pillar 2**	**Strategic Pillar 3**
(Goal restated) - Conserve forest xx	Goal restated	Goal restated

Priorities/ Deliverables

- Have each individual team/unit list the Priorities/deliverables that their team will aim to deliver that ladder up to the above strategic pillars.
- Make these high level deliverables for the year. Think of the contribution this unit wants to make for the year overall. You will get more granular and activity based in the 90 day plan.
- Try to have at least 2 deliverables from each pillar if relevant.

Measures

- Determine 1 big metric for each pillar

Capabilities / Processes

- List the capabilities & processes this team will require to have in place to deliver the above.

Team/Unit xx - 90 day plan: FYxxQ1 (Template)

	30 days	60 days	90 days
Strategic Pillar 1			
Strategic Pillar 2			
Strategic Pillar 3			

Exercise Breakout #4

Workshop #2 Reflection

Exercise Breakout #4

What will you do as a result of this workshop??

1. Go to **Padlet**: **https://padlet.com/t4tadmin/ved01r497x0wqemd**

As a result of this workshop what will you commit to:

(10 Mins)

- **Start** ie Succession Planning
- **Stop** ie activities outside of your strategy
- **Continue** ie something you are doing well already

1. Using the template on next slide, complete your own 30,60,90 day plan for implementing your organisations
   a. Scenario, Contingency & BCP plans
   b. Succession plans
   c. SOAP and Annual Review process

(10 Mins)

Action plan

	30 days	60 days	90 days
Scenario, Continuity & BCP			
Succession Plan			
SOAP & Annual Review			

Breakout #4 Read-out

Share/Review (5 mins)

Choose one person from your group to share what your group thought they would:

1. Start
2. Stop
3. Continue

Putting it in to practice

Additional Resources

Highlights

Implementation Plan

Materials from this and other workshops available here:

http://www.rainforesttrust.org/capacitybuilding/

Thank you.